

Arrowhead Regional Medical Center

DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a state-of-the-art acute care facility embracing advanced technology in all patient and support areas. ARMC offers the latest in patient care by providing a full range of inpatient and outpatient services, three off campus and one on campus community health centers, Department of Behavioral Health's inpatient activities and numerous specialty services. Freeway access, shuttle service and close proximity to an Omnitrans bus hub make ARMC convenient to County residents.

Budget at a Glance	
Total Requirements	\$440,564,187
Total Sources	\$432,212,005
Net Budget	(\$8,352,182)
Estimated Unrestricted Net Assets	\$49,223,961
Use of Unrestricted Net Assets	\$8,352,182
Total Staff	3,608

ARMC and Behavioral Health facilities are comprised of 456 (90 in Behavioral Health and 366 in ARMC) inpatient rooms, most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms, 8 trauma rooms and a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard Medi-Vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The campus houses five buildings which also serve to outline the definitive services/medical center functions: Acute Hospital, Behavioral Health, Outpatient Care Center, Diagnostic and Treatment and the Central Plant.

Inpatient Care: Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units within the General Acute Care Hospital, Behavioral Health Hospital and Home Health. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day. Nursing functions as a primary interface with patients, families and others, and is often the interpreter for the hospital experience and treatment plan. Education is a primary focus, and ARMC offers numerous Residency Programs for the training of physicians in Family Practice, Emergency Medicine, Surgery, Neurosurgery, Women's Health, and Internal Medicine.

Outpatient Services: Outpatient Care is an integral part of our multifaceted healthcare delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually exclusive of the Emergency Room volume. Mobile services have been expanded to one Mobile Clinic and two Breath Mobile units for a total of three. This will allow clinical services to be delivered in outlying areas and county emergencies when it is needed.

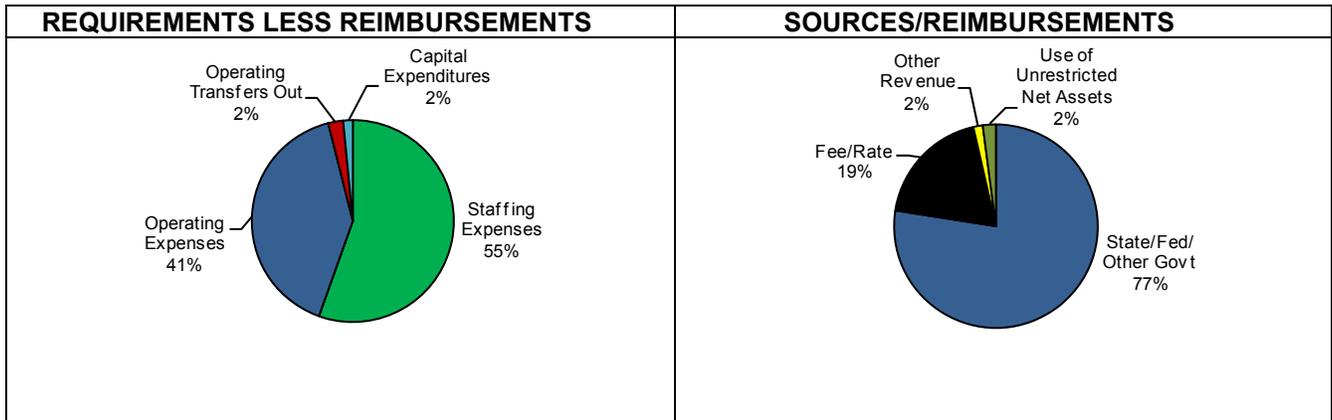
ARMC has worked diligently with the California Association of Public Hospitals to maximize funding for Medi-Cal and uninsured patients under disproportionate share and safety net care pool sources. These sources are provided primarily through the California section 1115 Waiver. The initial five year Waiver ended at the end of 2009-10. The new Waiver deal was implemented in November 2010. The impact of the new Waiver will increase funding, but not without new costs for infrastructure and performance to achieve outcomes.

Under the new Waiver, ARMC is in the second year of operations for the Low Income Health Plan (LIHP). The County of San Bernardino created a collaborative of community stakeholders and County departments including Behavioral Health, Human Services, and Public Health that implemented the County's LIHP, ArrowCare. The contract with CMS was approved and started January 1, 2012. ARMC has been a key component in service delivery in the LIHP for physical medicine, and will be working with other County departments in preparing, through this program, for the transition to Health Care Reform in 2014. Incrementally, funding under the LIHP only represents a change in the financing mix and will net to zero since many of the current medically indigent patients in the County's CMSP are now a part of ArrowCare.

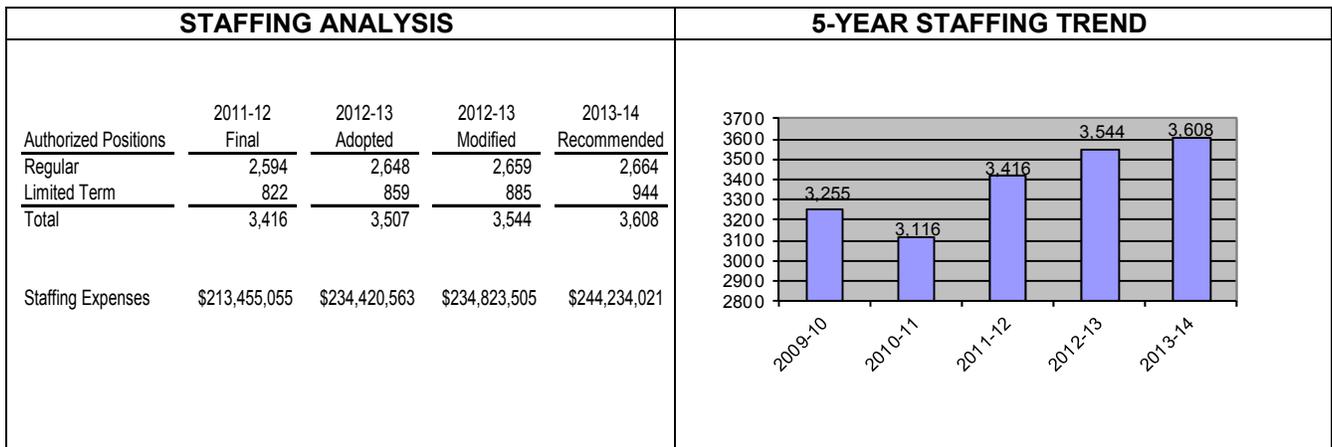
An additional new funding source provided under the waiver, the Delivery System Reform Incentive Plan (DSRIP), is an innovative approach to transform existing delivery systems. The DSRIP has provided Infrastructure Development, Innovation Redesign, Population-Focused Improvement and Urgent Improvement in Quality and Safety. DSRIP funding is strictly tied to results and meeting of transformation milestones.



2013-14 RECOMMENDED BUDGET



BUDGETED STAFFING



ANALYSIS OF 2013-14 RECOMMENDED BUDGET

GROUP: Arrowhead Regional Medical Center
 DEPARTMENT: Arrowhead Regional Medical Center
 FUND: Medical Center

BUDGET UNIT: EAD MCR
 FUNCTION: Health and Sanitation
 ACTIVITY: Hospital Care

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
Requirements							
Staffing Expenses	200,762,686	201,506,225	213,355,057	232,917,174	234,823,505	244,234,021	9,410,516
Operating Expenses	198,507,388	168,352,555	192,521,909	181,231,005	183,639,960	179,014,320	(4,625,640)
Capital Expenditures	6,304,355	2,627,788	10,585,537	9,689,151	13,323,924	6,719,421	(6,604,503)
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	405,574,429	372,486,568	416,462,503	423,837,330	431,787,389	429,967,762	(1,819,627)
Reimbursements	(5,521)	(12,500)	(139,322)	0	0	0	0
Total Appropriation	405,568,908	372,474,068	416,323,181	423,837,330	431,787,389	429,967,762	(1,819,627)
Operating Transfers Out	8,454,106	9,808,735	8,230,697	9,418,369	9,232,791	10,596,425	1,363,634
Total Requirements	414,023,014	382,282,803	424,553,878	433,255,699	441,020,180	440,564,187	(455,993)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	296,025,571	297,112,798	291,865,158	306,359,065	311,032,428	312,354,590	1,322,162
Fee/Rate	97,291,248	89,696,625	97,178,302	76,476,744	78,120,942	76,464,564	(1,656,378)
Other Revenue	(6,553,910)	14,660,124	2,151,835	6,022,851	6,576,002	6,022,851	(553,151)
Total Revenue	386,762,909	401,469,547	391,195,295	388,858,660	395,729,372	394,842,005	(887,367)
Operating Transfers In	39,880,010	974,630	38,312,185	37,370,000	37,370,000	37,370,000	0
Total Sources	426,642,919	402,444,177	429,507,480	426,228,660	433,099,372	432,212,005	(887,367)
Net Budget	12,619,905	20,161,374	4,953,602	(7,027,039)	(7,920,808)	(8,352,182)	(431,374)
Budgeted Staffing					3,544	3,608	64

MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET

Staffing expenses of \$244.3 million fund 3,608 budgeted positions. Operating expenses of \$179.0 million are comprised primarily of medical supplies, physician fees, purchased medical services, external provider care services, insurance, utilities, and rent expense.

Operating transfers out of \$10.6 million primarily represents costs budgeted for debt service in the amount of \$8.0 million. The remaining \$2.6 million represents costs for construction projects being managed by the Architecture and Engineering department.

Sources of \$432.2 million include \$312.4 million in state and federal funding primarily from Medicare and Medi-Cal, \$76.5 million in current services from private pay patients and insurance, and \$6.0 million in other revenue from cafeteria sales, interest, miscellaneous grants, and services provided to other County departments and hospitals through the residency program.

BUDGET CHANGES AND OPERATIONAL IMPACT

During 2012-13, ARMC continued to respond to increases in acute care volume and operational changes related to the implementation of the LIHP program, Incentive program initiatives, implementation of Electronic Health Records, and ever changing regulatory requirements. It has been a year of preparation as this coming year will be historic for ARMC as Medi-Cal access and eligibility is expanded through the Affordable Care Act. Effective January 1, 2014, ArrowCare enrollees will become eligible for Medi-Cal.

Staffing expenses have a net increase of \$9.4 million representing an increase of 64 net budgeted positions related to regulatory and volume requirements.

Operating expenses reflect a decrease of \$4.6 million due primarily to the elimination of temporary help costs and physician contract costs. A concerted effort has been undertaken to reduce temporary staff by focusing on position recruitment. Physician contract costs are a result of the movement of ArrowCare patients to Medi-Cal managed care post January 1, 2014. Contracted physicians will be able to bill for these patients directly rather than seeking payment from ARMC.



STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$244.2 million fund 3,608 positions of which 2,664 are regular positions and 944 are limited term positions. The 2013-14 recommended budget includes a net increase of 64 positions (155 new positions and reduction of 91 positions). The new positions are primarily a result of ARMC's commitment to meet regulatory requirements (79), reduce overtime premium costs (26), and achieve volume related service goals (42). The reduced positions are primarily due to the closure of Home Health (20), postponement of development of an Observation Unit (27) and operational adjustments (36).

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	33	1	34	29	4	1	34
General Support/Patient Services	483	137	620	496	83	41	620
Medical Director	11	179	190	175	11	4	190
Fiscal Services	383	29	412	345	57	10	412
Business Development/Marketing	3	1	4	4	0	0	4
Patient Services	1,086	504	1,590	1,279	222	89	1,590
Compliance	356	70	426	369	49	8	426
Professional Services	32	5	37	32	4	1	37
Support Services	277	18	295	282	12	1	295
Total	2,664	944	3,608	3,011	442	155	3,608

Administration		General Support/Patient Services	
Classification		Classification	Classification
1 Administrative Analyst III		2 Ambulatory Clinic Manager	41 Psychiatric Technician I
1 Administrative Supervisor I		1 ARMC Patient Navigator	1 Pulmonary Function Specialist
1 ARMC Chief Operating Officer		1 Asst Hospital Admin - Ambulatory Serv	2 Registered Nurse II - Clinic
1 Director Arrowhead Reg Med Center		1 Asst Hospital Admin-Behavioral Health	51 Registered Nurse II - Per Diem
1 Executive Assistant		1 Asst Director of Respiratory Care Serv	26 Respiratory Care Practitioner 2
1 Executive Secretary III -Class		6 Clinic Assistant	6 Respiratory Therapist
6 Fiscal Specialist		9 Clinical Therapist I	2 Respiratory Care Practitioner 3
1 General Services Aide		1 Clinical Therapist II	5 Secretary I
4 Office Assistant II		1 Clinical Therapist Pre-License	1 Staff Analyst II
2 Office Assistant III		2 Contract Occupational Therapist II	1 Sterile Processing Technician 1
1 Office Specialist		35 Contract Respiratory Care Pract II	1 Supervising Office Assistant
1 Personnel Technician		1 Director of Respiratory Care Services	1 Supervising Office Specialist
7 Secretary I		1 General Services Worker II	7 Supervising Respiratory Care Pract
3 Secretary II		1 Health Education Specialist II	2 Utilization Revieww/Perf Impymt Nurse
1 Staff Analyst I		1 Hospital Risk Coordinator	93 Clinic Assistant
1 Staff Analyst II		1 Hospital Services Worker	6 Clinic Supervisor-ARMC
1 Supervising Fiscal Specialist		26 Hospital Unit Assistant	2 Cont Respiratory Care Practitioner II
34 Total		13 Lic Vocational Nurse - Per Diem	1 Health Services Assistant I
		26 Licensed Vocational Nurse II	1 Hospital Services Worker
		1 Mental Health Clinic Supervisor	2 Hospital Unit Assistant
		47 Mental Health Nurse II	4 Licensed Vocational Nurse-Per Diem
		6 Mental Health Nurse Manager - ARMC	28 Licensed Vocational Nurse II
		2 Neurodiagnostic Technolgst II	1 Licensed Vocational Nurse III
		1 Neurodiagnostic Technologist	11 Office Assistant II
		1 Nurse Educator	1 Oral Surgery Technician
		46 Nursing Attendant	4 Orthopedic Technician
		2 Occupational Therapist II	3 Registered Nurse Case Manager
		3 Occupational Therapy Assistant	21 Registered Nurse II - Clinic
		32 Office Assistant II	8 Registered Nurse II - Per Diem
		9 Office Assistant III	2 Registered Nurse II-ARMC
		1 Office Specialist	1 Respiratory Care Practitioner 2
		1 Patient Navigation Program Coord.	1 Respiratory Care Practitioner 2
			1 Supv Respiratory Care Practitioner
			620 Total



Medical Director	Fiscal Services	Business Development/Marketing
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 ARMC Medical Director	4 Accountant III	1 ARMC Business Development Offi
1 Contract Resident PGY III	4 Accounting Technician	1 Cont Mktg & Bus Dev Coord -ARMC
13 Contract Resident PGY IV	1 Administrative Supervisor I	1 Media Specialist
3 Contract Resident PGY V	2 Administrative Supervisor II	1 Photographer
143 Contract Resident PGY VI	8 Applications Specialist	4 Total
19 Contract Resident PGY VII	1 ARMC Chief Financial Officer	
7 Education Specialist	1 ARMC Medical Services Prgm Coord	
1 Office Assistant II	1 ARMC Social Services Manager	
1 Secretary I	1 Asst Hospital Administrator Fiscal	
1 Statistical Analyst	10 Automated Systems Analyst I	
190 Total	1 Automated Systems Analyst II	
	9 Automated Systems Technician	
	1 Business Applications Manager	
	1 Business Systems Analyst I	
	4 Business Systems Analyst II	
	4 Business Systems Analyst III	
	3 Case Management Supervisor	
	1 Chief Medical Informtn Officer	
	1 Cont Ancillary Receivables Manager	
	8 Collections Officer	
	6 Contract Medi-Cal Specialist	
	5 Cont Social Services Practitioner	
	1 Cont Asst Hospital Admin - Fiscal	
	1 Cont Asst Hospital Admin - Pnt Fisc	
	1 Cont Manager PreMediCal Qual Dept	
	1 Cont Supv PreMediCal Qual Dept	
	2 Departmental IS Administrator	
	26 Fiscal Assistant	
	6 Fiscal Specialist	
	1 General Services Aide	
	1 Licensed Vocational Nurse II	
	1 Material Manager	
	12 Medical Records Coder I	
	7 Medical Records Coder II	
	1 Medical Records Manager	
	2 Medical Records Supervisor	
	1 Nurse Manager	
	92 Office Assistant II	
	70 Office Assistant III	
	7 Office Assistant IV	
	18 Office Specialist	
	2 Patient Accounts Supervisor	
	1 Programmer Analyst I	
	1 Programmer Analyst II	
	21 Registered Nurse Case Manager	
	1 Registered Nurse II - Per Diem	
	3 Registered Nurse II - ARMC	
	11 RN Case Manager-Per Diem	
	3 Secretary I	
	9 Social Service Practitioner	
	2 Staff Analyst I	
	6 Staff Analyst II	
	4 Storekeeper	
	1 Stores Specialist	
	6 Supervising Office Assistant	
	2 Supervising Office Specialist	
	1 Supvg Auto Systems Analyst I	
	1 Supvg Utilization Review Techn	
	1 Systems Support Analyst II	
	8 Utilization Review Technician	
	412 Total	



Patient Services		Compliance	
Classification		Classification	
8 ARMC House Supervisor - Per Diem		1 Administrative Supervisor I	3 Office Assistant III
16 Assistant Nurse Manager		1 ARMC Ethics & Compliance Coord	2 Office Assistant IV
3 Asst Hospital Admin-Nursing Services		1 ARMC Executive Chef	4 Office Specialist
4 Burn Care Technician		1 ARMC Laboratory Manager	27 Phlebotomist
3 Certified Trauma Registrar		1 Assoc Hosp Admin Professional Serv	3 Physical Therapist Assistant
1 Chief Nursing Officer		1 Autopsy Assistant	11 Physical Therapist II
12 Clinic Assistant		4 Clinic Assistant	1 Privacy and Compliance Specialist
1 Clinical Nurse Specialist		1 Compliance Specialist	1 Radiographic Clinical Instructor
4 Contract Surgical Tech		1 Cont First Five Public Educ Coord	15 Radiologic Technologist II
2 Education Services Supervisor		3 Cont Occupational Therapist II	3 Radiologic Technologist III
30 Emergency Room Technician		12 Cont Physical Therapist II	1 Radiologic Technologist School
6 Float Pool Regstrd Nurse-Per Diem		19 Contract Radiological Technician	1 Radiology Manager
1 Hospital Employee Health Nurse		4 Contract Rehab Therapist - Speech	1 Radiology Supervisor
1 Hospital Services Worker		6 Cont Spec Procedures Rad Tech	1 Registered Nurse II - Per Diem
83 Hospital Unit Assistant		3 Contract Ultrasound Tech	5 Registered Nurse II - ARMC
3 House Supervisor		5 Cook I	4 Rehabilitation Services Aide
1 Injury Prevention Coordinator		10 Cook II	1 Rehabilitation Services Manager
3 Lic Vocational Nurse-Per Diem		3 Cook III	4 Secretary I
79 Licensed Vocational Nurse II		1 Cytotechnologist	1 Secretary II
1 Multimedia Coordinator		2 Cytotechnologist	15 Special Proc Rad Technolog 2
10 Nurse Educator		4 Dietary Services Supervisor	1 Special Proc Rad Technolog 3
13 Nurse Manager		3 Dietetic Technician	2 Speech Therapist
3 Nurse Supervisor		10 Dietitian	1 Staff Analyst I
131 Nursing Attendant		1 First Five Contract Dentist	2 Staff Analyst II
4 Nursing Program Coordinator		1 First Five Project Director	30 Sterile Processing Technician
3 Office Assistant II		4 Fiscal Assistant	4 Sterile Processing Technician 1
5 Office Assistant III		32 Food Service Worker I	2 Sterile Processing Technician 2
357 Registered Nurse II - Per Diem		13 Food Service Worker II	1 Stores Specialist
661 Registered Nurse II - ARMC		3 General Services Aide	1 Supervising Office Assistant
1 Registered Cardio Pulmonary Nurse		2 Histology Technician	1 Supervising Office Specialist
1 Respiratory Care Practitioner 2		1 Hospital Customer Advocate	1 Supervising Phlebotomist
3 Secretary I		19 Laboratory Assistant	2 Supervising Rehabilitation Therapist
1 Secretary II		32 Laboratory Technologist II	1 Supervising Dietitian
1 Sterile Processing Technician		7 Laboratory Technologist III	6 Supervising Laboratory Technologist
1 Stores Specialist		3 Laboratory Technologist Intern	1 Supervising Sterile Processing Tech
91 Student Nurse		2 Nuclear Medicine Technologist	6 Ultrasound Technologist II
14 Surgical Technician		5 Occupational Therapist II	1 Ultrasound Technologist III
23 Telemetry Technician		2 Occupational Therapy Assistant	1 Util Rvw/Perform Imp Nurse
4 Ultrasound Technologist II		33 Office Assistant II	1 Volunteer Services Coordinator
1 Utilization Review Technician			
1,590 Total			426 Total



Professional Services	Support Services
<u>Classification</u>	<u>Classification</u>
1 Assoc Hosp Adm Professional Serv	2 Air Conditioning Mechanic
1 Asst Hospital Admin - Nursing Svcs	1 ARMC Bldg Maint & Security Manager
1 Asst Hospital Administrator Fiscal	1 ARMC Facilities Project Coordinator
2 Contract Home Health Social Worker	1 ARMC Safety Technician
1 Librarian II	1 Assoc Hosp Admin Professional Serv
1 Library Assistant I	6 Bio-Medical Electronic Tech I
1 Lic Vocational Nurse - Per Diem	5 Building Plant Operator
4 Licensed Vocational Nurse II	3 Cont ARMC Security Technician
2 Medical Staff Coordinator	134 Custodian I
1 Nurse Epidemiologist	3 Custodian II
1 Nurse Informatics Coordinator	3 Electrician
4 Office Assistant II	7 General Maintenance Mechanic
2 Office Specialist	4 General Maintenance Worker
1 Quality Improvemnt Coordinator	2 General Services Aide
2 Registered Nurse II - Per Diem	5 Hospital Plant Operator
2 Registered Nurse II - ARMC	1 Hospital Environ Services Supervisor
1 Secretary II	6 Linen Room Attendant
1 Supv Medical Staff Coordinator	2 Maintenance Supervisor
1 Staff Analyst II	1 Medical Center Hskpg/Linen Man
2 Tumor Registrar	1 Office Assistant II
5 Util Rvw/Perform Imp Nurse	2 Office Assistant III
<hr/> 37 Total	3 Painter I
	3 Plumber
	2 Secretary I
	1 Secretary II
	72 Security Technician I
	10 Security Technician II
	1 Stores Specialist
	4 Supervising Security Technician
	1 Supv Bio Med Elect Technician
	7 Supv Custodian
	<hr/> 295 Total

